



Leading from the Middle:  
Breathing Life into New  
Ideas

Association of Legal  
Administrators' Law Firm  
Financial Management  
Conference  
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# Roadmap

## Unique Nature of Lawyers

Complexity & Structure of the Firm

Capturing Ideas

Triage & Prioritize

Being Heard

Getting Buy-in: Know Yourself

Getting Buy-in: Know your Audience

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# Unique Nature of Lawyers

## Disposition & Training

- Short term
- Oriented towards closure
- Trust Precedent
- Conceptual
- Perfection
- Autonomous



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# Complexity & Structure of the Firm



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# Capturing Ideas

- Colleagues
- Contacts
- Vendors
- Speakers
- Content
- Questions
- Discussion



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# Capturing Ideas

“Take charge of a good idea within one day of hearing it...”

*National Center for Professional Education, Inc. ALA 2006, Montreal*

- Note
- Flag materials
- Connect



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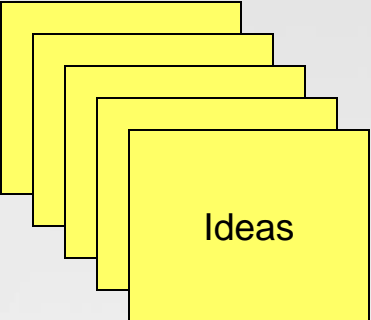
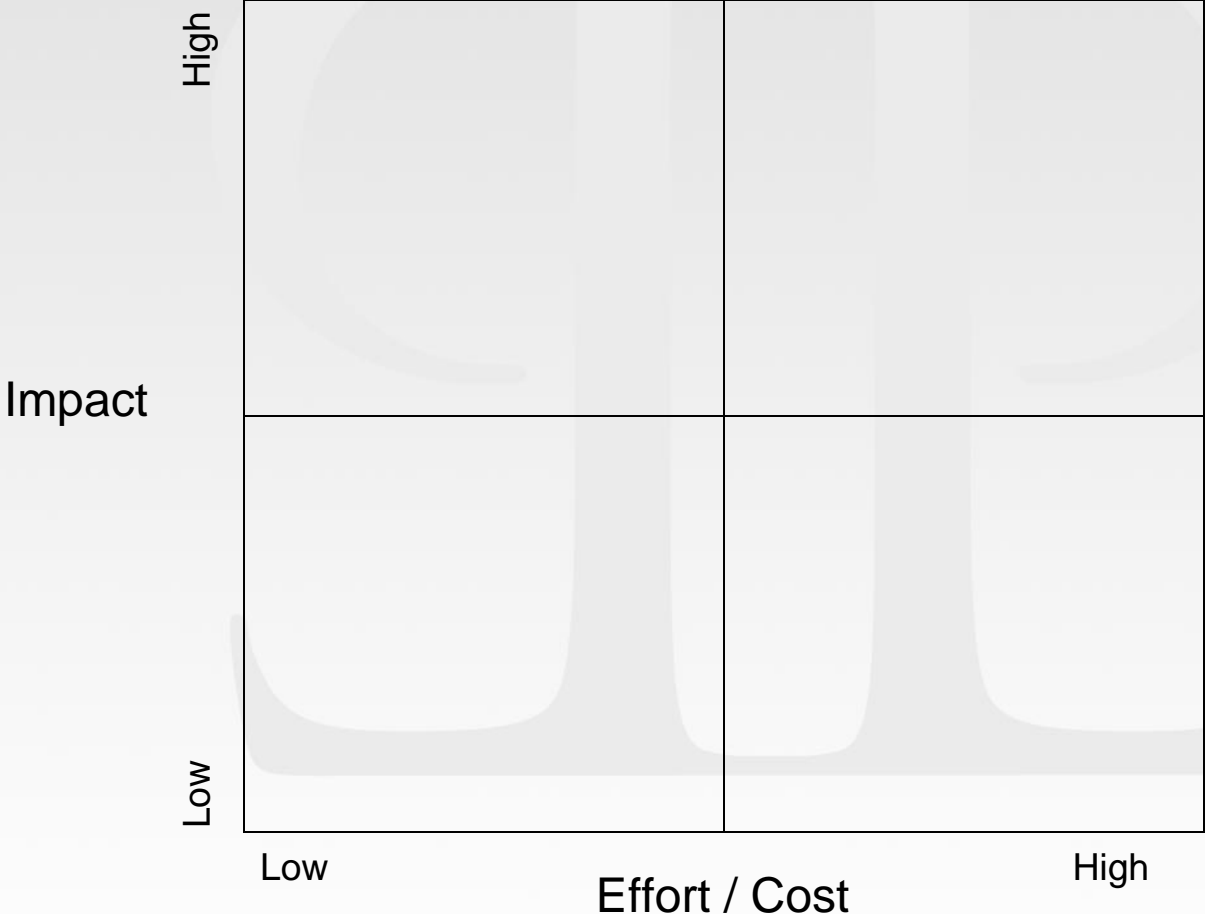
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## **Triage & Prioritize**

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# Triage & Prioritize



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## **Being Heard**

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# Being Heard

Requires

- Clarity
- Timing
- Patience
- Resilience
- Humor



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# Getting Buy-in: Know Yourself

- Confidence without Ego
- Political Savvy
- Inquiry Mindset
- Consensus Builder
- Credibility
- Bias towards Execution
- Track Record



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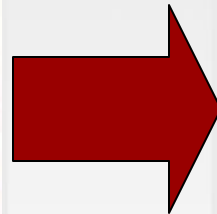
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# Getting Buy-in: Know your Audience



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# Getting Buy-in: Know your Audience

## Decision-making style\*

- Charismatics
- Thinkers
- Skeptics
- Followers
- Controllers

\*Change the Way You Persuade, by  
Gary A. Williams & Robert B.  
Miller, Harvard Business Review,  
May 2002

## Practice Area Bias

- Business
- Tax
- Advocacy

## Personality

- MBTI
- I \* E
- S \* N
- T \* F

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# Leading from the Middle: Leadership and Management

	<b>Leadership is about.. coping with Change</b>	<b>Management is about.. coping with Complexity</b>
<b>What we are setting out to do?</b>	<b>Establishing Direction</b> Developing vision and strategies to achieve that vision; setting high but reasonable standards	<b>Planning &amp; Budgeting:</b> Establishing detailed steps & timetables & allocating resources
<b>How do we deliver results?</b>	<b>Aligning People</b> Communicating direction to influence creation of teams & coalitions who understand vision & strategy	<b>Organizing &amp; Staffing</b> Establishing structure to achieve plan. Delegating authority, providing policies/processes
<b>How do we make it happen?</b>	<b>Motivating, Mentoring, Inspiring</b> Energising people to develop & overcome barriers to change;	<b>Controlling &amp; Problem Solving</b> Monitoring, organizing
<b>What are the outcomes?</b>	<b>Producing Change</b> Often to dramatic degree – new services, new approaches	<b>Producing Predictability &amp; Order</b> Consistently achieves budgets/targets

*Kotter, John, "What Leaders Really Do" Harvard Business Review, December 2001*

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# Breathing Life into New Ideas

## “Innovation is a Process”

- Long term
- No closure
- Trial and error
- Unclear result
- Creates change
- Requires energy
- “Stick-to-itiveness”



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